



*City of*  
*SIGNAL HILL*

2023-2028

# Strategic Plan

# Welcome

The City of Signal Hill is a special community. As we look to the future, the City's leadership, staff, and community members have come together to collaboratively develop this strategic plan to guide our actions across the next five years.

This plan builds upon the excellent work of the City's 2015–2019 strategic plan and provides information about the services we provide, our goals for the future, and the strategies we will undertake to meet our current and future community needs over the next five years. The plan is organized into the following sections:

- Strategic Framework: Mission, Vision, and Values
- Strategic Goals
  - Goal 1: Ensure the City's long-term **FINANCIAL STABILITY** and resilience.
  - Goal 2: Maintain **COMMUNITY SAFETY** by supporting public safety services and increasing emergency preparedness.
  - Goal 3: Improve the **LOCAL ECONOMY**, support local businesses, and create a vibrant downtown core.
  - Goal 4: Maintain and improve the City's physical **INFRASTRUCTURE**, water system, and recreational spaces.
  - Goal 5: Strengthen internal communication, recruitment, retention, systems, and processes to increase the **EFFECTIVENESS** and efficiency of City services.
- Appendix A: Annual Planning Cycle

We thank everyone who provided input to help shape this plan into a tool that we can use to ensure the City of Signal Hill's future is bright.

*Tina L. Hansen – Mayor*

*Lori Y. Woods – Vice Mayor*

*Robert D. Copeland – Council Member*

*Keir Jones – Council Member*

*Edward H.J. Wilson – Council Member*

# STRATEGIC FRAMEWORK

Our strategic plan is grounded in the City's **vision** (the ideal state of the community in the future), our **mission** (how we will achieve our vision), and **values** (the principles by which we strive to work).

## OUR VISION

Our vision is that the City of Signal Hill is a desirable place to live and work because of its safe neighborhoods, abundant business opportunities, inclusive culture, and beautiful green spaces.

## OUR MISSION

Our mission is to help all our residents thrive by providing excellent municipal services, building strategic partnerships, supporting our business community, and creating a lively sense of community through arts, culture, and recreation.

## OUR VALUES

### Accountable

We take ownership of our actions and are open, honest, and clear in our communications with each other and the community.

### Ethical

We do what's right, even when it's difficult.

### Inclusive

Our diversity is our strength. All members of our staff and community are valued and respected for their unique perspective and backgrounds.

### Innovative

We continuously learn, adapt, and innovate to support our community.

## **Safe**

We are dedicated to creating a safe workplace and safe community where all staff, residents, and visitors feel secure.

## **Sustainable**

We make financially and environmentally sustainable choices to ensure that future generations can thrive in the City of Signal Hill.

# STRATEGIC GOALS

With input from City Council, staff, and community members, we have set the following strategic goals to guide our work for the next five years.



## GOAL 1: Financial Stability

Ensure the City's long-term financial stability and resilience.



## GOAL 2: Community Safety

Maintain community safety by supporting public safety services and increasing emergency preparedness.



## GOAL 3: Economic & Downtown Development

Improve the local economy, support local businesses, and create a vibrant downtown core.



## GOAL 4: Infrastructure

Maintain and improve the City's physical infrastructure, water system, and recreational spaces.

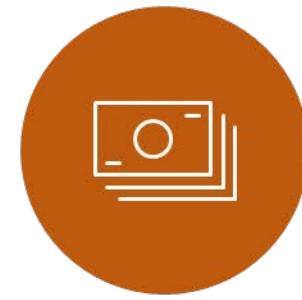


## GOAL 5: High-Functioning Government

Strengthen internal communication, recruitment, retention, systems, and processes to increase the effectiveness and efficiency of City services.

In the following section we have listed each goal area, along with the specific objectives and priority actions the City intends to take to accomplish each goal.





GOAL 1

## Financial Stability



City of Signal Hill  
STRATEGIC PLAN  
2023-2028

# Goal 1: Financial Stability

## Ensure the City's long-term financial stability and resilience.

### OBJECTIVES & ACTIONS



#### 1.1 Increase the diversity of the City's revenue sources.

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- A. Explore options to diversify sales tax revenue sources to account for potential changes and fluctuations in the local economy.
- B. Increase Transient Occupancy Tax (TOT) revenue through the development of hotels or conference centers to diversify revenue streams.
- C. Explore the use of Tax Increment Financing tools where feasible such as Enhanced Infrastructure Financing Districts and Community Revitalization and Investment Authorities to support the City's infrastructure maintenance and growth.
- D. Increase grant funding across all departments.
  - Create and implement a collaborative Citywide grant seeking strategy.
  - Identify a list of needs for City infrastructure that could be fully or partially funded with State or Federal grant opportunities.
  - Explore the use of Infrastructure Infill Grants to develop public infrastructure.



#### 1.2 Increase income from current City revenue sources.

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- A. Conduct a fee study to evaluate costs, revenues, and opportunities to ensure City fees are both appropriate and sustainable.
- B. Conduct a water rate study to evaluate the need for a rate increase to continue to provide safe and clean water in a financial sustainable manner.
- C. Explore options for legislative action to preserve the City's property tax income.



### **1.3 Continue to enhance financial reporting to better support City efforts and decision-making.**

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- A.** Continue assessing the City's financial health by monitoring budgets, strategically managing investments, mitigating risks, and prioritizing spending as part of the budget process.
- B.** Prepare and present quarterly financial reports for City Council review.
- C.** Improve existing internal finance management procedures, to create more efficient ways to access real-time financial information.

#### **PERFORMANCE INDICATORS**

- Diversity of revenue sources
- Percent of revenue from grants
- Operating costs/budget ratio
- Revenue and expenditures per capita
- Credit rating
- Reserve fund levels
- Unfunded pension liability as a percentage of General Fund Budget



GOAL 2

## Community Safety



City of Signal Hill  
STRATEGIC PLAN  
2023-2028

## Goal 2: Community Safety

**Maintain community safety by supporting public safety services and increasing emergency preparedness.**

### OBJECTIVES & ACTIONS



#### 2.1 Increase efforts to recruit and retain high-quality Police Department employees.

- A. Prioritize recruitment and hiring for open sworn police positions to ensure adequate staffing and deployment. This work may involve exploring new recruitment strategies and continuing efforts to ensure competitive compensation and benefits.
- B. Update Police Memorandum of Understanding (MOU) to better align with current practices and needs.
- C. Take steps to increase leadership stability within the Police Department.
- D. Increase retention and sustain employee morale within the Police Department. This work may involve:
  - Expanding staffing levels
  - Evaluating compensation and benefits
  - Providing additional career growth opportunities
  - Improving work/life balance
  - Providing additional mental wellness options, including peer support and/or counseling services



#### 2.2 Continue efforts to maintain and build strong community partnerships to support public safety.

- A. Continue efforts to maintain strong communication with neighboring public safety agencies—including holding regular coordination meetings with Long Beach.

- B. Explore options to increase communication with the residential and business communities. Options may include enhancing or establishing programs like Neighborhood Watch, Business Watch, and/or Coffee with a Cop.
- C. Explore options to implement a park ranger program to enhance public safety within City parks.
- D. Explore options to leverage private security contracts to supplement staffing resources for special event coverage or other needs.
- E. Continue efforts to provide code enforcement and consider ways to increase its efficacy (including the ability to issue administrative citations).



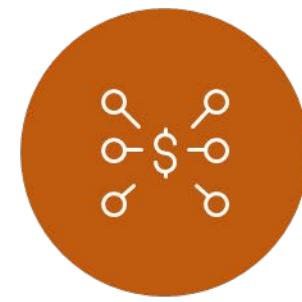
### **2.3 Increase community emergency preparedness.**

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- A. Leverage the Emergency Response Coordinator position to expand emergency preparedness and emergency operations center training for staff.
- B. Develop an Emergency Communications Plan.
- C. Reestablish the Community Emergency Response Team (CERT) program and resident preparedness training.

## **PERFORMANCE INDICATORS**

- Average police response time
- Property crimes per 1,000 people / Clearance rate
- Violent crimes per 1,000 people / Clearance rate
- Traffic accidents/fatalities per 1,000 residents



### GOAL 3

## Economic and Downtown Development



City of Signal Hill  
STRATEGIC PLAN  
2023-2028

## Goal 3: Economic and Downtown Development

**Improve the local economy, support local businesses, and create a vibrant downtown core.**

### OBJECTIVES & ACTIONS



#### **3.1 Develop a central business district to support a sense of community and expand local amenities.**

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- A. Advance efforts to implement the Heritage Square project and the Town Center Northwest projects.
- B. Perform a comprehensive economic development study to explore the option of creating an Overlay Zone, Specific Plan, or other land use planning tools to incentivize future economic development in the City's industrial core.



#### **3.2 Encourage economic development and revenue diversification.**

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- A. Work with the business community to develop a comprehensive Economic Development Plan.
- B. Explore options to attract the development of hotels or conference centers.
- C. Continue efforts to redevelop industrial zones for mixed-use projects.
- D. Review and update Municipal codes related to outdoor spaces to help support local businesses.
- E. Designate a dedicated or primary point of contact within the City who can help new or potential business owners navigate working with the City.
- F. Take steps to attract more businesses, with a focus on grocery stores, restaurants, and retailers.
- G. Continue expanding business retention efforts. This work may include initiatives to update current processes and incorporate additional permit streamlining.



### **3.3 Maintain and strengthen economic development partnerships.**

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- A. Continue efforts to strengthen relationships with key partners, such as the Chamber of Commerce, to provide local entrepreneurship programs to encourage the development of local businesses.
- B. Explore the option of forming a Business Council with a mix of city officials, chamber members, and business owners with a focus on sustaining and growing businesses.
- C. Develop close working relationships with State and Federal elected officials to solicit strong support for funding of City projects and initiatives.
- D. Develop comprehensive strategy for Signal Hill Petroleum's legacy oil field activity.



### **3.4 Support the redevelopment of underutilized land within the City.**

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- A. Develop a strategy for the use of vacant City-owned properties.
- B. Continue efforts to maintain strong relationships and work with property owners to advance the development of properties within its portfolio, focusing on those that create new revenue streams and/or increase retail sales tax opportunities.



### **3.5 Increase the local housing supply to support current and potential residents.**

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- A. Continue current efforts to encourage construction of workforce and market-rate affordable housing and meet the State's Regional Housing Needs Assessment goals.
- B. Continue to prioritize the use of available Housing Authority funding by issuing Notices of Funding Availability to incentivize the development of affordable housing.
- C. Continue efforts to support housing development projects through rezoning.
- D. Continue to encourage market-rate developers to incorporate affordable housing into proposed projects.

## PERFORMANCE INDICATORS

- Retail sales tax revenue
- Transient Occupancy Taxes revenue
- Percent of vacant City-owned properties
- Percent of undeveloped (or in need of redevelopment) land within the City
- Number of businesses
- New business licenses
- Median annual household income
- Median single-family home cost
- Number of affordable housing units entitled compared to the Regional Housing Needs Assessment



**GOAL 4**  
**Infrastructure**



**City of Signal Hill**  
**STRATEGIC PLAN**  
**2023-2028**

## Goal 4: Infrastructure

**Maintain and improve the City's physical infrastructure, water system, and recreational spaces.**

### OBJECTIVES & ACTIONS



#### **4.1 Expand the City's infrastructure to support community services and engagement.**

- A. Formalize the City's 5-year Capital Improvement Plan (CIP) to identify and prioritize infrastructure projects and allocate resources.
- B. Continue efforts to develop a Civic Center Master Plan, including the development of a Community Center and community amphitheater.
- C. Continue efforts to implement the Street Tree Master Plan.
- D. Continue efforts to implement the City's Parks Master Plan.
- E. Promote multi-modal transportation by constructing bicycle lanes and walking trails, as outlined in the City's General Plan and Circulation Element.
- F. Establish an alley maintenance program.
- G. Integrate sustainability, conservation, and an environmental consensus approach when constructing infrastructure.



#### **4.2 Maintain current City assets to ensure they are safe and well-suited to support City services.**

- A. Develop a Capital Facilities Plan to capture current, deferred, and upcoming maintenance needs to guide long-term maintenance investments.
- B. Continue current efforts to refurbish City Hall to enhance the City's image and functionality for the public and staff.
- C. Continue advancing the citywide median project to enhance the aesthetics of the City's major arterial roadways.

D. Update the Signal Hill Municipal Code to promote health and safety and create better accountability for private property owners.



#### **4.3 Continue current efforts to maintain and support the City's water infrastructure.**

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- A. Identify and implement strategies to meet current and upcoming water quality mandates.
- B. Address staff retention and expansion to meet water-related emergency needs, improve response time, and comply with state mandates.

#### **PERFORMANCE INDICATORS**

- Capital asset and building condition ratings
- Net investment in capital assets
- Total deferred maintenance costs
- Miles of bike lanes and walking trails per capita
- Total number of trees on City-owned property
- Number of code enforcement/property maintenance citations or warnings



## GOAL 5

# High-Functioning Government



City of Signal Hill  
STRATEGIC PLAN  
2023-2028

## Goal 5: High-Functioning Government

**Strengthen internal communication, recruitment, retention, systems, and processes to increase the effectiveness and efficiency of City services.**

### OBJECTIVES & ACTIONS



#### 5.1 Improve communications.

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- A. Develop an internal communication plan from city leadership to staff to improve transparency and collaboration across departments.
- B. Implement the adopted 2023-2025 Communications Plan to coordinate the City's ongoing communications efforts and leverage all available communications channels to provide relevant and timely information to our residents.



#### 5.2 Enhance recruitment efforts to attract high-quality candidates.

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- A. Improve and streamline the recruitment process.
- B. Develop a modern and creative recruitment strategy for key areas of high need (such as the Police Department, Public Works, and Water).



#### 5.3 Retain and develop City staff.

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- A. Provide educational incentives to attract and retain high-quality staff.
- B. Explore telecommuting as a long-term work program to improve work-life balance, attract new candidates, and improve employee retention.
- C. Conduct annual employee engagement surveys to better understand and meet employee needs.

- D. Invest in professional development and educational opportunities for staff, with a particular focus on developing standardized management and leadership training for supervisors.
- E. Perform comprehensive compensation and benefits study on a regular basis to ensure equitable and competitive compensation.
- F. Update the performance evaluation process so that evaluations can be performed and tracked digitally.
- G. Take steps to increase staffing levels to address high-priority staffing limitations or gaps including those in Human Resources, Water, Emergency Management, Fleet, Public Works, Community Development.
- H. Annually assess City staffing levels in relation to expansion of City services or shifts in priorities.
- I. Develop succession plans for key management positions and explore options to include succession planning within the employee evaluation process.
- J. Establish an employee Engagement and Wellness Program to cultivate a positive working environment.
- K. Negotiate labor agreements that are fair and financially sustainable.



#### **5.4 Enhance the use of technology to streamline processes and improve services.**

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- A. Continue efforts to digitize existing paper-based records to improve accessibility and efficiency.
- B. Explore options to integrate systems into/around Tyler Enterprise Resource Planning program to increase efficiencies in Finance and improve reporting and analysis.
- C. Explore usability of HDL software for building plan checks and permitting to streamline processes and increase customer service efficiency.
- D. Upgrade the City's Computer Aided Dispatch (CAD) system to ensure reliable public safety and emergency response.
- E. Upgrade the City's phone systems.

- F. Implement new technology to streamline Public Works operations, including encroachment permitting process, service requests, public record requests, project accounting, and estimation.
- G. Upgrade the Police Department's body-worn cameras, in-car cameras, and evidence management services.



## **5.5 Support Diversity, Equity, and Inclusion across City services.**

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- A. Continue efforts to continue to build on the City's reputation as being a welcoming, friendly, and inclusive employer.
- B. Take steps to refine the purpose and focus of the Diversity Coalition Committee to ensure clear roles, responsibilities, and goals for this critical group.
- C. Perform an equity assessment of core City services to identify any gaps and ensure that services are provided equitably.



## **5.6 Improve the City's homelessness prevention, response, and reduction services.**

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- A. Continue efforts related to the cross-functional Neighborhood Enhancement Team to improve upon existing efforts.
- B. Develop a homelessness response strategic plan that identifies goals and resources needed for departments across the City.
- C. Continue to partner with the Gateway Cities Council of Governments and nonprofit organizations to better organize the City's response to homelessness, including outreach and options for housing.
- D. Provide education to the public about resources and existing partnerships to serve the unhoused population.



## **5.7 Advocate on behalf of the City's interests.**

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- A. Continue efforts to build stronger relationships with our Federal and State representatives.

B. Continue participating in organizations such as the League of California Cities and the California Contract Cities Association to advocate for local interests.



## **5.8 Foster a strong sense of community.**

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- A. Celebrate the City's Centennial to help promote the City as a regional destination.
- B. Coordinate with the City of Long Beach to promote Signal Hill as a participant for events related to the 2028 Summer Olympics.
- C. Continue and expand efforts to support community events by leveraging the Library and other City assets and partnerships.
- D. Maintain existing and identify new partnership opportunities with organizations such as the Signal Hill Community Foundation, to provide a path for volunteerism and engagement for residents.
- E. Continue efforts to effectively support and engage City commissions and committees, including the Civil Service Commission, Parks and Recreation Commission, Planning Commission, Sustainable City Committee, and Diversity Coalition Committee.
- F. Establish and launch the Signal Hill Leadership Academy.
- G. Continue efforts to expand city programs and services that support community engagement.

## **PERFORMANCE INDICATORS**

- City staff position vacancy rate
- Annual employee turnover rate
- Annual average employee engagement ratings, based on employee survey
- Percent of digitized City records
- Population of homeless individuals within the City
- Resident engagement with City activities and programs

## APPENDIX A: ANNUAL PLANNING CYCLE

Each year, the City's management team will review the Strategic Plan and select specific objectives and actions they believe will be critical to focus on for the upcoming year. These priorities will then be reviewed, edited, and approved by City Council. Once priorities have been established, the City's management team will develop a high-level implementation plan to identify specific actions, timelines, and responsible parties. At the end of the year, the City's management team will report on progress to City Council.



The general timeline will be as follows:

### February

- Management selects objectives/actions for implementation in the following fiscal year and brings the proposal to City Council for review and approval

### March

- City Council reviews and amends the priorities

### April-May

- Management submits related budget requests

### June

- City Council approves budget for the following year

### **July-August**

- Based on budget allocations and emergent needs, management develops a high-level implementation plan that describes actions, related timelines, and responsible parties
- Management reports to City Council on progress toward the strategic priorities from the previous six months (January-June)

### **December**

- Management reports to City Council on progress toward the strategic priorities from the previous six months (July-December)

### **January**

- The planning cycle begins again

## ACKNOWLEDGEMENTS

Thank you to everyone who dedicated time and provided valuable input during the development of this strategic plan.

**City of Signal Hill Community Members**

**City of Signal Hill City Council**

**City of Signal Hill Management and Staff**



2023-2024

# Annual Workplans

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# Annual Work Plan 2023-2024

## Administration Department

### Department Overview

The Administration Department is responsible for working directly with the City Council to provide policy recommendations to enhance City services, implement adopted policies and programs, and work with City Departments to oversee all aspects of City operations. The Administration Department directly manages the following divisions: City Clerk, Communications, Economic Development, Homeless Services, and Human Resources.

Department Director	Divisions
Carlo Tomaino, City Manager	<ul style="list-style-type: none"><li>• City Administration</li><li>• City Clerk's Office</li><li>• Communications</li><li>• Economic Development</li><li>• Homeless Services</li><li>• Human Resources</li><li>• Strategic Plan Implementation</li></ul>

## 2023-2024 Work Plan

<b>Strategic Plan Goal</b>	<b>Strategic Plan Objective/Action</b>	<b>Department Activity Description</b>	<b>Completion Date</b>
<b>1. Financial Stability</b>	Conduct a fee study to evaluate costs, revenues, and opportunities to ensure City fees are both appropriate and sustainable.	Work with the Finance Department to review existing fees and provide recommendations for updates, as appropriate and necessary.	Spring 2024
<b>1. Financial Stability</b>	Increase income from current City revenue sources.	Prepare a cost-benefit analysis to examine future possibilities to convert the City's fleet to electric vehicles; thereby reducing ongoing maintenance and fuel costs.	Spring 2024
<b>1. Financial Stability</b>	Increase grant funding across all departments.	Work with staff from Parks, Recreation and Library Services, Public Works, and the Police Department to draft a Request for Proposals to solicit one or more qualified firms to develop grant applications.	Fall 2023
<b>1. Financial Stability</b>	Identify a list of needs for City infrastructure that could be fully or partially funded with State or Federal grant opportunities.	Identify additional sources of funding to build and support new infrastructure that will help attract new development opportunities.	Ongoing

Strategic Plan Goal	Strategic Plan Objective/Action	Department Activity Description	Completion Date
<b>1. Financial Stability</b>	Continue to enhance financial reporting to better support City efforts and decision-making.	Continue working with the Finance Department to monitor revenues in key business sectors. Provide the City Council with timely updates as part of the budget mid-year and budget adoption process.	Ongoing
<b>3. Economic and Downtown Development</b>	Perform a comprehensive economic development study to explore the option of creating an Overlay Zone, Specific Plan, or other planning tool to incentivize future economic development.	Develop and issue a Request for Proposals to identify a qualified firm to prepare an economic analysis of properties, engage in community outreach, recommend an approach to zoning, and prepare an environmental document to facilitate future development.  Work with the selected consultant to prepare a detailed economic study and recommend potential land use changes to the City Council for consideration.	2023-2024
<b>3. Economic and Downtown Development</b>	Work with the business community to develop a comprehensive Economic Development Plan.	Develop an Economic Development Plan that consider the needs of current businesses, works to attracts new businesses and developers, and includes a plan to develop publicly and private owned vacant properties.	2023-2024

Strategic Plan Goal	Strategic Plan Objective/Action	Department Activity Description	Completion Date
<b>3. Economic and Downtown Development</b>	Encourage economic development and diversification.	Work with the Echo Park auto dealership and interested auto brokerage groups to re-tenant the auto dealership site. Work with the Community Development Department to expedite any required entitlements and permits.	2023-2024
<b>3. Economic and Downtown Development</b>	Take steps to attract more businesses, with a focus on grocery stores, restaurants, and retailers.	Work with the Signal Hill Chamber of Commerce to develop a program to attract businesses and developers to the region as well as provide technical training.	2023-2024
<b>3. Economic and Downtown Development</b>	Continue efforts to maintain strong relationships and work with property owners to advance the development of properties within its portfolio, focusing on those that create new revenue streams and/or increase retail sales tax opportunities.	Work with Signal Hill Petroleum to advance a long-term public private partnership to develop opportunity sites, including the Spring/Atlantic, Town Center Northwest, and Heritage Square properties.	2023-2024

Strategic Plan Goal	Strategic Plan Objective/Action	Department Activity Description	Completion Date
<b>3. Economic and Downtown Development</b>	<ul style="list-style-type: none"> <li>Continue current efforts to build workforce and market-rate affordable housing and meet the State's Housing Element requirements.</li> <li>Continue efforts to support housing development projects, such as Walnut Bluff and Orange Bluff, through rezoning.</li> </ul>	<p>Select a highly qualified developer for the Walnut Bluff and Orange Bluff workforce housing sites. Negotiate an Exclusive Negotiation Agreement with the selected developer and work with Signal Hill Petroleum on site remediation activity.</p>	Fall 2023
<b>4. Infrastructure</b>	<p>Continue efforts to develop a Civic Center Master Plan, including the development of a Community Center and community amphitheater.</p>	<p>Work collaboratively with the Parks, Recreation and Library Services, Public Works, and City Manager's Departments on the Civic Center Master Plan, ensuring that areas of focus address facilities that will promote diversity, inclusivity, and equity efforts for future programs and events.</p> <p>Using feedback from the community, develop three conceptual plans to update the Civic Center and identify a funding plan for each option. Leverage existing grants and City</p>	2023-2024

<b>Strategic Plan Goal</b>	<b>Strategic Plan Objective/Action</b>	<b>Department Activity Description</b>	<b>Completion Date</b>
		resources and explore potential debt financing to construct the selected alternative.	
<b>4. Infrastructure</b>	Develop a Capital Facilities Plan to capture current, deferred, and upcoming maintenance needs to guide long-term maintenance investments.	Support efforts by the Parks, Recreation, and Library Services and Public Works Departments, to develop a replacement schedule for all park amenities, to include playground equipment, sports courts surfacing, and exercise equipment.	2024
<b>4. Infrastructure</b>	Update the Signal Hill Municipal Code to promote health and safety and create better accountability for property owners.	Work with the Neighborhood Enhancement Team and the City Attorney's Office to recommend updates to the Signal Hill Municipal Code that promote health and safety and create better accountability for property owners.	Fall 2023
<b>4. Infrastructure</b>	Maintain current City assets to ensure they are safe and well-suited to support City services.	Work with the Public Works Department to identify new opportunities to provide increased maintenance through contract services.	2023-2024

Strategic Plan Goal	Strategic Plan Objective/Action	Department Activity Description	Completion Date
<b>5. High-Functioning Government</b>	Implement the adopted 2023-2025 Communications Plan to coordinate the City's ongoing communications efforts and leverage all available communications channels to provide relevant and timely information to residents.	Implement the City's adopted 2023-2025 Communications Plan by working with the City's Communications Team to promote communications across all social media channels, cable channels, newsletters, and other sources.	2023-2028
<b>5. High-Functioning Government</b>	<ul style="list-style-type: none"> <li>• Enhance recruitment efforts to attract high-quality candidates.</li> <li>• Retain and develop City staff.</li> </ul>	Continue working with Human Resources to support employee recruitment and efforts.	Ongoing
<b>5. High-Functioning Government</b>	Perform comprehensive compensation study and benefits study to ensure equitable and competitive compensation.	Work with Human Resources to develop and propose an updated benefits package for consideration by the City Council that ensures Signal Hill remains a competitive and attractive option to prospective employees.	2023-2024

<b>Strategic Plan Goal</b>	<b>Strategic Plan Objective/Action</b>	<b>Department Activity Description</b>	<b>Completion Date</b>
<b>5. High-Functioning Government</b>	Negotiate labor agreements that are fair and financially sustainable.	Provide direction to the City's Labor Negotiations Team regarding working with the City's bargaining groups to update the Memoranda of Understanding to address various outdated clauses and guide the team through the labor negotiation process.	2023-2024
<b>5. High-Functioning Government</b>	Establish an employee Engagement and Wellness Program to cultivate a positive working environment.	Implement employee wellness programs and events that promote camaraderie and team building.	Ongoing
<b>5. High-Functioning Government</b>	Enhance the use of technology to streamline processes and improve services.	Implement audio and visual improvements to the City Council Chambers.	Fall 2023
<b>5. High-Functioning Government</b>	Improve the City's homelessness prevention, response, and reduction services.	Work with the Neighborhood Enhancement Team and nonprofit providers to continue implementing the City's service-first approach to homelessness, while identifying additional housing opportunities.	Ongoing

**City of Signal Hill**  
2023-28 STRATEGIC PLAN

<b>Strategic Plan Goal</b>	<b>Strategic Plan Objective/Action</b>	<b>Department Activity Description</b>	<b>Completion Date</b>
<b>5. High-Functioning Government</b>	Establish and launch the Signal Hill Leadership Academy.	Establish and launch the Signal Hill Leadership Academy, continue providing opportunities for participation, and engagement through community outreach for City projects.	2023-2024

# Annual Work Plan 2023-2024

## Community Development

### Department Overview

<b>Department Director</b>	<b>Divisions</b>
Colleen Doan, Community Development Director	<ul style="list-style-type: none"><li>• Building</li><li>• Neighborhood Enhancement</li><li>• Oil Field Services</li><li>• Planning</li></ul>

## 2023-2024 Work Plan

<b>Strategic Plan Goal</b>	<b>Strategic Plan Objective/Action</b>	<b>Department Activity Description</b>	<b>Completion Date</b>
<b>1. Financial Stability</b>	Conduct a fee study to evaluate costs, revenues, and opportunities to ensure City fees are both appropriate and sustainable.	Continue participation in development of the Fee Study. Provide input on Planning, Building, Oil Field, Development Impact, annual inspection, and Neighborhood Enhancement Fees.	2024
<b>1. Financial Stability</b>	Increase grant funding across all departments.	<ul style="list-style-type: none"> <li>• Track PLHA Year 1-3 grant issuance Year 1: \$65,482 – Pending (FY 2023-2024)</li> <li>• Track approval for PLHA Year 2 grant application \$101,780 – Pending (FY 2023-2024)</li> <li>• Track approval for PLHA Year 3 grant application \$95,383 – Pending (FY 2023-2024)</li> </ul>	2023-2024
<b>2. Community Safety</b>	Continue efforts to provide code enforcement and consider ways to increase its efficacy (including the ability to issue administrative citations).	<p>Continue current activities to oversee the Code Enforcement program:</p> <ul style="list-style-type: none"> <li>• Continue to respond to code enforcement complaints.</li> <li>• Increase proactive discovery of noncompliant properties and structures in a prioritized manner for private property and building safety conditions.</li> </ul>	Ongoing

Strategic Plan Goal	Strategic Plan Objective/Action	Department Activity Description	Completion Date
		<ul style="list-style-type: none"> <li>• Oversee inspections, notices, letters, consultations with the City Attorney and legal actions.</li> <li>• Prepare quarterly progress reports to the Planning Commission.</li> <li>• Continue Integration of code enforcement into the new Iworqs system.</li> </ul>	
<b>2. Community Safety</b>	Continue efforts to provide code enforcement and consider ways to increase its efficacy (including the ability to issue administrative citations).	Work w/City Attorney to update the Code citation process and regulations to allow more efficient enforcement of troublesome cases.	2024
<b>3. Economic and Downtown Development</b>	Perform a comprehensive economic development study to explore the option of creating an Overlay Zone to incentivize future economic development.	<p>Develop and issue a Request for Proposals to identify a qualified firm to prepare an economic analysis of properties, engage in community outreach, recommend an approach to zoning, and prepare an environmental document to facilitate development.</p> <p>Work with the selected consultant to prepare a detailed economic study and recommend land uses changes to the City Council for approval.</p>	2023-2024

Strategic Plan Goal	Strategic Plan Objective/Action	Department Activity Description	Completion Date
<b>3. Economic and Downtown Development</b>	Encourage economic development and diversification.	Work with the Echo Park auto dealership and interested auto brokerage groups to re-tenant the auto dealership site.	2023-2024
<b>3. Economic and Downtown Development</b>	Encourage economic development and diversification.	Update the Land Use Element.	CY 2024
<b>3. Economic and Downtown Development</b>	Support the redevelopment of underutilized land within the City.	Retain a qualified consulting firm to assist with identification of properties ready for commercial development and turnover redevelopment.	2023
<b>3. Economic and Downtown Development</b>	Support the redevelopment of underutilized land within the City.	Assist with the development of economic development/redevelopment of underutilized areas of the City center.	Ongoing
<b>3. Economic and Downtown Development</b>	Support the redevelopment of underutilized land within the City.	<ul style="list-style-type: none"> <li>• Finalize two long-time pending residential projects (PCH/Molino, 1933-39 Temple) on infill sites</li> <li>• Facilitate demolition of vacant structures at PCH/Molino</li> </ul>	2023-2024 and ongoing

Strategic Plan Goal	Strategic Plan Objective/Action	Department Activity Description	Completion Date
<b>3. Economic and Downtown Development</b>	Develop comprehensive strategy for Signal Hill Petroleum's continued legacy oil field activity.	<p>Work with Administration and Signal Hill Petroleum (SHP) on comprehensive strategy for legacy oil field activity and operations:</p> <ul style="list-style-type: none"> <li>• Detail: 6<sup>th</sup> Cycle Housing Element sites <ul style="list-style-type: none"> <li>◦ Work with Administration and City Attorney to complete negotiations</li> <li>◦ Complete NOFA firm selection and market affordable sites to potential developers</li> </ul> </li> <li>• Complete Long-Term Extension of Drill Sites CUP to CC (Goal: By end of FY 2023-2024)</li> <li>• Process Drill Sites amendment to CUP for long term extension.</li> </ul>	2023-2024 and ongoing
<b>3. Economic and Downtown Development</b>	Continue efforts to redevelop industrial zones for mixed-use projects.	Work with Administration and City Attorney to process entitlements and negotiate Development Agreements for proposed sites on Orange and Walnut Avenue.	2023-2024
<b>3. Economic and Downtown Development</b>	Continue expanding business retention efforts. This work may include initiatives to improve current processes, like streamlining permitting.	Continue implementation of the City's work/permit management software for Building Planning, Oil Services, and Neighborhood Enhancement Divisions.	2023-2024

<b>Strategic Plan Goal</b>	<b>Strategic Plan Objective/Action</b>	<b>Department Activity Description</b>	<b>Completion Date</b>
<b>3. Economic and Downtown Development</b>	Continue expanding business retention efforts. This work may include initiatives to improve current processes, like streamlining permitting.	Circulate Request for Proposals and select/renew and manage on-call contract Building Official and plan check services.	2023-2024

Strategic Plan Goal	Strategic Plan Objective/Action	Department Activity Description	Completion Date
<b>3. Economic and Downtown Development</b>	Continue efforts to maintain strong relationships and work with property owners to advance the development of properties within its portfolio, focusing on those that create new revenue streams and/or increase retail sales tax opportunities.	Support the Vacant Parcel Ordinance: Prepare annual letters prior to the rainy season, notifying property owners of their obligation to replace or refresh worn out stormwater control devices. Conduct initial and follow-up inspections annually for compliance.	Ongoing
<b>3. Economic and Downtown Development</b>	Maintain and strengthen economic development partnerships.	<p>Implement requirements associated with Oil and Gas Code Amendments including:</p> <ul style="list-style-type: none"> <li>• Oversee permitting and validation process regarding well abandonment integrity.</li> <li>• Coordinate permit process for well discovery, leak testing, venting, and site restoration.</li> <li>• Maintain records for Well Abandonment Reports, Methane Assessments and Methane Mitigation Plans.</li> <li>• Update records retention schedule to include key permits, reports and plans.</li> </ul>	2023-2024

Strategic Plan Goal	Strategic Plan Objective/Action	Department Activity Description	Completion Date
<b>3. Economic and Downtown Development</b>	Maintain and strengthen economic development partnerships.	Establish an annual inspection schedule and a new maintenance and facilities annual permitting process of all oil wells citywide to ensure they are in compliance with Oil Code maintenance standards including landscaping, signage, and fencing improvements.	2023-2024
<b>3. Economic and Downtown Development</b>	Increase the local housing supply to support current and potential residents.	Update the City's density bonus provisions.	2023
<b>3. Economic and Downtown Development</b>	Increase the local housing supply to support current and potential residents.	Continue research of State housing legislation and regulations for streamlining.	2023-2024
<b>3. Economic and Downtown Development</b>	Increase the local housing supply to support current and potential residents.	Assist Administration in conducting Fair Housing Workshops and other housing programs identified in the 6 <sup>th</sup> Cycle Housing Element.	2023-2024

Strategic Plan Goal	Strategic Plan Objective/Action	Department Activity Description	Completion Date
<b>3. Economic and Downtown Development</b>	Continue current efforts to encourage construction of workforce and market-rate affordable housing and meet the state's Housing Element requirements.	Implement 6 <sup>th</sup> Cycle Housing Element Update programs.	Ongoing
<b>3. Economic and Downtown Development</b>	Continue current efforts to encourage construction of workforce and market-rate affordable housing and meet the state's Housing Element requirements.	Adopt an Accessory Dwelling Unit Ordinance.	2023-2024
<b>3. Economic and Downtown Development</b>	Expand the City's infrastructure to support community services and engagement.	Adopt a comprehensive update to the Environmental Resources Element.	2023

<b>Strategic Plan Goal</b>	<b>Strategic Plan Objective/Action</b>	<b>Department Activity Description</b>	<b>Completion Date</b>
<b>4. Infrastructure</b>	Maintain current City assets to ensure they are safe and well-suited to support City services.	Adopt a Turf Replacement Ordinance for methane safety and stormwater.	2023-2024
<b>4. Infrastructure</b>	Maintain current City assets to ensure they are safe and well-suited to support City services.	Prepare a General Plan amendment to update Roadway Classifications contained in the Circulation Element.	CY 2024
<b>4. Infrastructure</b>	Maintain current City assets to ensure they are safe and well-suited to support City services.	Prepare a General Plan amendment to the Safety Element to include the approved Hazard Mitigation Plan.	2023
<b>4. Infrastructure</b>	Integrate sustainability, conservation, and an environmental consensus approach when constructing infrastructure.	Adopt a new Environmental Justice Element.	2023

Strategic Plan Goal	Strategic Plan Objective/Action	Department Activity Description	Completion Date
<b>4. Infrastructure</b>	Promote multi-modal transportation by constructing bicycle lanes and walking trails, as outlined in the City's General Plan and Circulation Element.	Begin update of the Land Use, Safety, and Circulation Elements.	2023-2024 and ongoing
<b>5. High-Functioning Government</b>	Continue efforts to digitize existing paper-based records to improve accessibility and efficiency.	Explore electronic storage options for plans, records, and documents and select an intended option for implementation.	2024
<b>5. High-Functioning Government</b>	Retain and develop City staff.	Support new positions within the Department: <ul style="list-style-type: none"> <li>• Train and retain new Planning Manager</li> <li>• Train and retain new Associate Planner</li> </ul>	2023-2024
<b>5. High-Functioning Government</b>	Continue efforts to effectively support and engage City commissions and committees.	Continue commission and committee support activities and reporting: <ul style="list-style-type: none"> <li>• Continue agenda preparation, monthly reporting, award program management, and support for the Planning Commission.</li> <li>• Continue agenda preparation, quarterly reporting, award program management, and support for the Sustainable City Committee.</li> </ul>	Ongoing

**City of Signal Hill**  
2023-28 STRATEGIC PLAN

<b>Strategic Plan Goal</b>	<b>Strategic Plan Objective/Action</b>	<b>Department Activity Description</b>	<b>Completion Date</b>
		<ul style="list-style-type: none"><li>• Participate in regional planning processes and implementation efforts.</li><li>• Complete annual reviews and prepare reports for conditional use permits, adult businesses, institutional facilities/permits, and the Model Water Efficient Landscape Ordinance.</li><li>• Prepare General Plan Annual Project Report and submit to State.</li></ul>	

# Annual Work Plan 2023-2024

## Finance

### Department Overview

<b>Department Director</b>	<b>Divisions</b>
Sharon del Rosario, Administrative Services Officer/Finance Director	<ul style="list-style-type: none"><li>• Business License / Customer Service</li><li>• Finance Operations/Budget</li><li>• Information Technology</li><li>• Non-Departmental</li><li>• Risk Management</li><li>• Treasury Management</li><li>• Water Billing Administration</li></ul>

## 2023-2024 Work Plan

Strategic Plan Goal	Strategic Plan Objective/Action	Department Activity Description	Completion Date
<b>1. Financial Stability</b>	Conduct a fee study to evaluate costs, revenues, and opportunities to ensure City fees are both appropriate and sustainable.	Complete Comprehensive User Fee, Impact Fee, and Cost Allocation Plan study update.	April 2024
<b>1. Financial Stability</b>	Increase grant funding across all departments.	Apply for Cyber Security grant.	Based on Grant application dates
<b>1. Financial Stability</b>	Continue to enhance financial reporting to better support City efforts and decision-making.	Complete FY 2022-23 audit, prepare ACFR, and apply for GFOA Certificate of Achievement for Excellence in Financial Reporting with new audit firm.	Annually, December 2023/January 2024
<b>1. Financial Stability</b>	Continue to enhance financial reporting to better support City efforts and decision-making.	Complete American Rescue Plan Act reporting and single audit for Federal funding.	Annually as required

Strategic Plan Goal	Strategic Plan Objective/Action	Department Activity Description	Completion Date
<b>1. Financial Stability</b>	Continue to enhance financial reporting to better support City efforts and decision-making.	Complete all annual governmental compliance and financial reporting.	Annually as required
<b>1. Financial Stability</b>	Improve existing internal finance management procedures, to create more efficient ways to access real-time financial information.	Implement Government Accounting Standards Board 96 for subscription agreements utilizing DebtBook software.	Ongoing, GASB 96 for FY 22-23 ACFR
<b>1. Financial Stability</b>	Continue assessing the City's financial health by monitoring budgets, strategically managing investments, mitigating risks, and prioritizing spending as part of the budget process.	Continue to manage Investment portfolio.	Ongoing

Strategic Plan Goal	Strategic Plan Objective/Action	Department Activity Description	Completion Date
<b>1. Financial Stability</b>	Continue assessing the City's financial health by monitoring budgets, strategically managing investments, mitigating risks, and prioritizing spending as part of the budget process.	Continue to manage risk management activities.	Ongoing
<b>1. Financial Stability</b>	Continue assessing the City's financial health by monitoring budgets, strategically managing investments, mitigating risks, and prioritizing spending as part of the budget process.	Manage and develop Biennial Budget for FY 2024-2026.	Annually, completed by June 2024
<b>4. Infrastructure</b>	Continue efforts to develop a Civic Center Master Plan, including the development of a Community Center and community amphitheater.	In partnership with the Administration Department, assess/investigate future bonding needs for Civic Center Master Plan.	Ongoing

Strategic Plan Goal	Strategic Plan Objective/Action	Department Activity Description	Completion Date
<b>5. High-Functioning Government</b>	Enhance the use of technology to streamline processes and improve services.	Prepare IT Strategic master plan.	June 2024
<b>5. High-Functioning Government</b>	Enhance the use of technology to streamline processes and improve services.	Assist with completion of purchase and implementation of new Council Audio/Visual System.	November 2023
<b>5. High-Functioning Government</b>	Enhance the use of technology to streamline processes and improve services.	Complete implementation of Advanced Scheduling for the Police Department.	Estimated completion of major phase June 2024
<b>5. High-Functioning Government</b>	Enhance the use of technology to streamline processes and improve services.	Oversee ongoing phases of IT infrastructure refresh including roll-out of new desktop computers and maximize use of Office 365.	Ongoing, annually assessed
<b>5. High-Functioning Government</b>	Enhance the use of technology to streamline processes and improve services.	Work with IT to provide recurring and routine Cybersecurity Training for staff.	November 2023

Strategic Plan Goal	Strategic Plan Objective/Action	Department Activity Description	Completion Date
<b>5. High-Functioning Government</b>	<ul style="list-style-type: none"> <li>• Enhance the use of technology to streamline processes and improve services.</li> <li>• Negotiate labor agreements that are fair and financially sustainable.</li> </ul>	Implement new GovInvest software for annual compensation negotiation activities.	February 2024
<b>5. High-Functioning Government</b>	Explore options to integrate systems into/around Tyler Enterprise Resource Planning program to increase efficiencies in Finance and improve reporting and analysis.	Continue efforts to implement early adoption of Tyler's cloud based ERP system as part of beta group.	Ongoing, contingent on Tyler's roll-out

Strategic Plan Goal	Strategic Plan Objective/Action	Department Activity Description	Completion Date
<b>5. High-Functioning Government</b>	Explore options to integrate systems into/around Tyler Enterprise Resource Planning program to increase efficiencies in Finance and improve reporting and analysis.	Continue to advance maximum use of Tyler ERP system to streamline processes and operations.	Ongoing, annually assessed
<b>5. High-Functioning Government</b>	Upgrade the City's phone systems.	Complete purchase and implementation of new Phone System.	September 2023
<b>5. High-Functioning Government</b>	Invest in professional development and educational opportunities for staff, with a particular focus on developing standardized management training for supervisors.	Hire New Management Analyst position, re-assess duties across all desks and plan for necessary cross-training throughout the department.	August 2023 hire date, cross-training is on-going

<b>Strategic Plan Goal</b>	<b>Strategic Plan Objective/Action</b>	<b>Department Activity Description</b>	<b>Completion Date</b>
<b>5. High-Functioning Government</b>	Invest in professional development and educational opportunities for staff, with a particular focus on developing standardized management training for supervisors.	Continue to develop and train staff and encourage staff to attend classes, seminars, conferences, etc., that will broaden their knowledge of City Government Finance.	Ongoing, annually assessed

# **Annual Work Plan 2023-2024**

## Parks, Recreation, and Library Services (formerly Community Services)

### **Department Overview**

The Parks, Recreation and Library Services Department is responsible for general park oversight and programming; recreational services for youth, adults, and seniors; day-to-day operations of Library and Community Center programming; special events; community outreach and engagement for park and recreational facility capital improvements; and contract management and oversight for transportation, social services, and funding sources including Prop A, Measure A, and Prop 68 funding.

<b>Department Director</b>	<b>Divisions</b>
Yvette Aguilar, Parks, Recreation, and Library Services Director	<ul style="list-style-type: none"><li>• Animal Control</li><li>• Community Development Block Grant (CDBG) Programs &amp; Administration</li><li>• Recreational Programming</li><li>• Community Services</li><li>• Library Programs and Services</li><li>• Parks and Recreation</li><li>• Transportation Services</li></ul>

## 2023-2024 Work Plan

Strategic Plan Goal	Strategic Plan Objective/Action	Department Activity Description	Completion Date
<b>1. Financial Stability</b>	Conduct a fee study to evaluate costs, revenues, and opportunities to ensure City fees are appropriate and sustainable.	Work with the Finance Department for the review of existing department service fees and provide recommendations for updates, as appropriate and necessary.	2024
<b>1. Financial Stability</b>	Increase grant funding across all departments.	Continue to monitor department budgets to track progress toward the goal of increasing grant funding.	Ongoing
<b>4. Infrastructure</b>	Expand the City's infrastructure to support community services and engagement.	Coordinate with Public Works to support the completion of the Hillbrook Park Renovation project.	June 2024
<b>4. Infrastructure</b>	Continue efforts to implement the City's Parks Master Plan.	Work collaboratively with the Public Works and Administration Department to continue efforts to implement the City's adopted Parks Master Plan.	Ongoing
<b>4. Infrastructure</b>	Continue efforts to develop a Civic Center Master Plan.	Work collaboratively with the Public Works and Administration Departments to develop the Civic Center Master Plan, ensuring that areas of focus address facilities that will promote diversity, inclusivity, and equity efforts for future services, programs, and events.	March 2024

Strategic Plan Goal	Strategic Plan Objective/Action	Department Activity Description	Completion Date
<b>4. Infrastructure</b>	Maintain current City assets to ensure they are safe and well-suited to support City services.	Continue to work with the Public Works Department on future renovation efforts at Reservoir Park to address the maintenance of stormwater quality control and park enhancement opportunities.	Ongoing
<b>4. Infrastructure</b>	Develop a Capital Facilities Plan to capture current, deferred, and upcoming maintenance needs to guide long-term maintenance investments.	In collaboration with Public Works, develop a replacement schedule for playground equipment, sports courts surfacing, and amenities, exercise equipment, other park amenities (PIP 1G)	2024
<b>5. High-Functioning Government</b>	Foster a strong sense of community.	Work with the Signal Hill Community Foundation and the Signal Hill Police Foundation to implement a new program and process for the Holiday Outreach efforts which help to provide necessary items for Signal Hill residents.	December 2024
<b>5. High-Functioning Government</b>	Foster a strong sense of community.	Continue to successfully offer the City's signature events, including: <ul style="list-style-type: none"> <li>• Mayor's Reception and the State of the City;</li> <li>• Concerts in the Park</li> <li>• Halloween Carnival and</li> <li>• Holiday Tree Lighting.</li> </ul>	Ongoing

Strategic Plan Goal	Strategic Plan Objective/Action	Department Activity Description	Completion Date
		<ul style="list-style-type: none"> <li>• Spring Fest</li> </ul> <p>Introduce a new event (Santa's Workshop) in December.</p>	
<b>5. High-Functioning Government</b>	Celebrate the City's Centennial to help promote the City as a regional destination.	Execute the City's plans for the centennial celebration, which includes (1) Major Special Event; several library programs/services; collaboration with the Signal Hill Historical Society for tours and trips; obtaining sponsorship and engaging with local businesses for community engagement in 2024; implementing the "Sponsor a Tree Program"; continuous website development and engagement, and marketing efforts.	December 2024
<b>5. High-Functioning Government</b>	Celebrate the City's Centennial to help promote the City as a regional destination.	Provide new means of transportation to the City's centennial celebrations.	July 2024
<b>5. High-Functioning Government</b>	Maintain existing and look for new partnership opportunities with organizations such as the Signal Hill Community Foundation, to provide opportunities for volunteerism and engagement for residents.	Continue to serve as the liaison for the Signal Hill Community Foundation, providing ideas for efficient operations and increase marketing and fundraising efforts.	Ongoing

Strategic Plan Goal	Strategic Plan Objective/Action	Department Activity Description	Completion Date
<b>5. High-Functioning Government</b>	Continue efforts to effectively support and engage City commissions and committees, including the Civil Service Commission, Parks and Recreation Commission, Planning Commission, Sustainable City Committee, and Diversity Coalition Committee.	<p>Support the Parks Commission, by:</p> <ul style="list-style-type: none"> <li>• Assisting Commission in meeting annual goals and objectives.</li> <li>• Engaging with the commission to ensure their active participation in park design and upcoming capital park projects.</li> <li>• Assigning commissioners parks to provide feedback on future maintenance and facility maintenance plan.</li> <li>• Completing the solicitation for qualified artists for the completion of the Outdoor Public Art Piece Project by December 2023.</li> </ul>	Ongoing
<b>5. High-Functioning Government</b>	Continue efforts to effectively support and engage City commissions and committees, including the Civil Service Commission, Parks and Recreation Commission, Planning Commission, Sustainable City Committee, and Diversity Coalition Committee.	Leverage the new Management Assistant position to establish stronger relationships with the Diversity Coalition Committee.	June 2024

Strategic Plan Goal	Strategic Plan Objective/Action	Department Activity Description	Completion Date
<b>5. High-Functioning Government</b>	Continue efforts to expand city programs and services that support community engagement.	Provide educational offerings about animal adoption opportunities and responsible pet care with the City of Long Beach.	June 2024
<b>5. High-Functioning Government</b>	Continue efforts to expand city programs and services that support community engagement.	Develop social outreach partnerships and opportunities to provide wraparound services for aging seniors.	June 2024
<b>5. High-Functioning Government</b>	Continue efforts to expand city programs and services that support community engagement.	Explore and potentially introduce contract classes to fill the gap in programs for adults ages 18-55.	December 2024
<b>5. High-Functioning Government</b>	Continue efforts to expand city programs and services that support community engagement.	Reintroduce camps and the Afterschool Recreation Club (ARC) program for tweens, ages 12-14.	September 2023

Strategic Plan Goal	Strategic Plan Objective/Action	Department Activity Description	Completion Date
<b>5. High-Functioning Government</b>	Continue efforts to expand city programs and services that support community engagement.	Introduce new programs for the Community Garden, creating awareness of the gardens for local residents.	2024
<b>5. High-Functioning Government</b>	Continue efforts to expand city programs and services that support community engagement.	Increase ridership in existing transportation programs.	2024
<b>5. High-Functioning Government</b>	Continue efforts to expand city programs and services that support community engagement.	Execute facility use agreement with the Long Beach Unified School District to increase access to facility spaces for the community.	June 2024
<b>5. High-Functioning Government</b>	Continue efforts to expand city programs and services that support community engagement.	Leverage the new Management Assistant position to establish stronger relationships with contracted services including Animal Control/Services (City of Long Beach).	January 2024

Strategic Plan Goal	Strategic Plan Objective/Action	Department Activity Description	Completion Date
<b>5. High-Functioning Government</b>	Enhance the use of technology to streamline processes and improve services.	<p>Review policies to improve efficiency and effectiveness of services, including:</p> <ul style="list-style-type: none"> <li>• Reviewing existing Parks, Recreation and Library Services Policies to ensure accuracy and compatibility with other Citywide efforts.</li> <li>• Updating Parks, Recreation and Library Services Indoor and Outdoor Rental Policies.</li> </ul>	Ongoing
<b>5. High-Functioning Government</b>	Provide educational resources and education to the public about resources and existing partnerships to serve the unhoused population.	Develop social outreach partnerships and opportunities to provide education about services available for older adult, low-income, and unhoused populations.	March 2024

# Annual Work Plan 2023-2024

## Police Department

### Department Overview

<b>Department Director</b>	<b>Divisions</b>
Wayne Byerley, Chief of Police	<ul style="list-style-type: none"><li>• Administration</li><li>• Detective Bureau</li><li>• Dispatch Bureau</li><li>• Jail</li><li>• Operations Division</li><li>• Patrol Bureau</li><li>• Records Bureau</li><li>• Traffic Bureau</li></ul>

## 2023-2024 Work Plan

<b>Strategic Plan Goal</b>	<b>Strategic Plan Objective/Action</b>	<b>Department Activity Description</b>	<b>Completion Date</b>
<b>1. Financial Stability</b>	Continue assessing the City's financial health by monitoring budgets, strategically managing investments, mitigating risks, and prioritizing spending as part of the budget process.	Maintain a fiscally responsible budget and monitor expenditures.	Ongoing
<b>1. Financial Stability</b>	Increase grant funding across all departments.	Increase grant applications for various police and emergency services funding opportunities.	2024
<b>2. Community Safety</b>	<ul style="list-style-type: none"> <li>Prioritize recruitment and hiring for open sworn police positions to ensure adequate staffing and leadership.</li> <li>Develop a modern and creative recruitment strategy for key areas of</li> </ul>	Prioritize recruitment and hiring for open sworn positions. Develop a modern strategy for recruiting sworn personnel, especially lateral officers, by exploring incentives, such as bringing accumulated leave hours with them (e.g., vacation time; sick leave).	2023

<b>Strategic Plan Goal</b>	<b>Strategic Plan Objective/Action</b>	<b>Department Activity Description</b>	<b>Completion Date</b>
	high need (such as the Police Department, Public Safety, and Water).		
<b>2. Community Safety</b>	Update Police Memorandum of Understanding (MOU) to better align with current practices and needs.	Update Police Memorandum of Understanding (MOU).	2023-2024
<b>2. Community Safety</b>	Increase retention and employee morale within the Police Department.	Increase retention and employee morale by exploring alternative staffing levels, evaluating compensation, provide additional career growth opportunities, and improving work/life balance.	2023-2024
<b>2. Community Safety</b>	Increase retention and employee morale within the Police Department.	Implement officer wellness programs to maintain physical and emotional health.	2024
<b>2. Community Safety</b>	Continue efforts to maintain and build strong community partnerships to support public safety.	Maintain strong communication with neighboring public safety agencies (e.g., Long Beach PD) by establishing regular coordination meetings.	2023

Strategic Plan Goal	Strategic Plan Objective/Action	Department Activity Description	Completion Date
<b>2. Community Safety</b>	Continue efforts to maintain and build strong community partnerships to support public safety.	Continue to attend and support community events and increase our presence.	Ongoing
<b>2. Community Safety</b>	Explore options to increase communication with the residential and business communities.	Expand the Neighborhood Watch program.	2024
<b>2. Community Safety</b>	Explore options to increase communication with the residential and business communities.	Create a Business Watch program.	2024
<b>2. Community Safety</b>	Continue efforts to provide code enforcement and consider ways to increase its efficacy (including the ability to issue administrative citations).	Continue code enforcement efforts and review current processes to identify opportunities to increase efficacy.	2024
<b>2. Community Safety</b>	Increase community emergency preparedness	Re-establish the Community Emergency Response Team (CERT) program and resident preparedness training.	2024

Strategic Plan Goal	Strategic Plan Objective/Action	Department Activity Description	Completion Date
<b>2. Community Safety</b>	Develop an Emergency Communications Plan.	In collaboration with the Communications Officer and Emergency Management Coordinator, develop an Emergency Communications Plan to assess potential threats and how the City will keep the community informed in the event of an emergency.	Spring 2024
<b>2. Community Safety</b>	Explore options to leverage private security contracts to supplement staffing resources for special event coverage or other needs.	Explore options to utilize private security when appropriate to enhance safety.	2023-2024
<b>3. Economic and Downtown Development</b>	Maintain existing and look for new partnership opportunities with organizations such as the Signal Hill Community Foundation, to provide opportunities for volunteerism and engagement for residents.	Continue to partner with the Signal Hill Police Foundation and Signal Hill Community Foundation to maintain positive relationships with stakeholders.	Ongoing

Strategic Plan Goal	Strategic Plan Objective/Action	Department Activity Description	Completion Date
<b>3. Economic and Downtown Development</b>	Maintain existing and seek new partnership opportunities with organizations such as the Signal Hill Community Foundation, to provide opportunities for volunteerism and engagement for residents.	Collaborate with the Diversity Coalition Committee to assist with community outreach and engagement.	2023-2024
<b>5. High-Functioning Government</b>	Develop an internal communication plan from city leadership to staff to improve transparency and collaboration across departments.	Develop an internal communication plan from Department leadership to staff to improve transparency and collaboration across divisions within the Police Department.	2023-2024
<b>5. High-Functioning Government</b>	Perform comprehensive compensation study and management benefits study to ensure equitable and competitive compensation.	Perform a compensation and benefits study to ensure equitable and competitive compensation.	2024

Strategic Plan Goal	Strategic Plan Objective/Action	Department Activity Description	Completion Date
<b>5. High-Functioning Government</b>	Take steps to increase staffing levels to address high-priority staffing limitations.	Explore options to establish a part-time Property and Evidence clerk and Crime Prevention Specialist positions to address high-priority staffing limitations.	2023-2024
<b>5. High-Functioning Government</b>	<ul style="list-style-type: none"> <li>• Take steps to increase leadership stability within the Police Department.</li> <li>• Develop succession plans for key management positions and explore options to include succession planning within the employee evaluation process.</li> </ul>	Develop succession plans for key management positions within the Police Department.	2024
<b>5. High-Functioning Government</b>	Enhance the use of technology to streamline processes and improve services.	Explore options to upgrade the current timekeeping software to assist with staff schedules and improve the payroll process.	2023-2024

Strategic Plan Goal	Strategic Plan Objective/Action	Department Activity Description	Completion Date
<b>5. High-Functioning Government</b>	Enhance the use of technology to streamline processes and improve services.	Explore software programs to increase efficacy (e.g., field training manual).	2023-2024
<b>5. High-Functioning Government</b>	Upgrade the City's CAD system to ensure reliable public safety and emergency response.	Explore a new Computer Aided Dispatch/RMS system to ensure a reliable public safety and emergency response.	2024
<b>5. High-Functioning Government</b>	Upgrade the Police Department's body-worn cameras, in-car cameras, and evidence management services.	Upgrade current body-worn and in-car camera systems to improve reliability, security, sustainability and provide for more integration.	2023-2024
<b>5. High-Functioning Government</b>	Upgrade the Police Department's body-worn cameras, in-car cameras, and evidence management services.	Continue moving towards a new radio system that will ultimately improve our radio infrastructure.	2023-2024

<b>Strategic Plan Goal</b>	<b>Strategic Plan Objective/Action</b>	<b>Department Activity Description</b>	<b>Completion Date</b>
<b>5. High-Functioning Government</b>	Upgrade the Police Department's body-worn cameras, in-car cameras, and evidence management services.	Continue to work with our IT staff to upgrade our servers as well as identify other options for secure data storage.	2023-2024
<b>5. High-Functioning Government</b>	Evaluate the potential of converting the police fleet to electric vehicles.	Develop a pilot program jointly with the Public Works Department to assess the feasibility of converting patrol vehicles to electric vehicles, including the cost of required infrastructure.	2023-2024
<b>5. High-Functioning Government</b>	Upgrade the Police Department's body-worn cameras, in-car cameras, and evidence management services.	Implement new electronic evidence management system (evidence.com).	2023-2024

# Annual Work Plan 2023-2024

## Public Works

### Department Overview

<b>Department Director</b>	<b>Divisions</b>
Thomas Bekele, Public Works Department	<ul style="list-style-type: none"><li>• Building Maintenance</li><li>• Engineering</li><li>• Environmental Programs</li><li>• Fleet Operations</li><li>• Grounds Maintenance</li><li>• Street and Graffiti Maintenance</li><li>• Water Enterprise</li></ul>

## 2023-2024 Work Plan

Strategic Plan Goal	Strategic Plan Objective/Action	Department Activity Description	Completion Date
<b>Administrative/ Engineering/Management</b>			
<b>1. Financial Stability</b>	Increase grant funding across all departments.	Seek grant opportunities to perform a feasibility study to thoroughly evaluate fuel efficiency options, considering the infrastructure requirements necessary to adapt to the imminent transition to electric vehicles.	May 2024
<b>1. Financial Stability</b>	Identify a list of needs for City infrastructure that could be fully or partially funded with State or Federal grant opportunities.	Remain proactive in seeking grant opportunities and additional funding sources to support our projects and initiatives.	Ongoing
<b>4. Infrastructure</b>	Expand the City's infrastructure to support community services and engagement.	Enhance safety in accordance with Manual for Uniform Traffic Control Devices for Street and Highways (MUTCD) or state requirement.	Ongoing
<b>4. Infrastructure</b>	Expand the City's infrastructure to support community services and engagement.	Maintain collaboration with Long Beach Transit on a city-wide bus shelter replacement project, utilizing Prop A and Traffic Impact Fee funds to enhance public transportation infrastructure.	July 2025

<b>Strategic Plan Goal</b>	<b>Strategic Plan Objective/Action</b>	<b>Department Activity Description</b>	<b>Completion Date</b>
<b>4. Infrastructure</b>	Expand the City's infrastructure to support community services and engagement.	Conduct comprehensive assessments of the general impact, benefits, and staffing requirements related to the advancement of 5G/High Speed/Fiber infrastructure by various Joint Powers Authorities (JPAs), ensuring informed decision-making.	Feb 2024/Ongoing
<b>4. Infrastructure</b>	Continue efforts to develop a Civic Center Master Plan, including the development of a Community Center and community amphitheater.	Support the preparation of the Civic Center Master Plan. Provide engineering/technical assistance, comment, and input during concept design phase. Evaluate cost and feasibility of the project output.	February 2024
<b>4. Infrastructure</b>	Continue advancing the citywide median project to enhance the aesthetics of the City's major arterial roadways.	Complete preparation of a Comprehensive City-Wide Median Improvement Plans and Specification.	December 2023
<b>4. Infrastructure</b>	Continue efforts to implement the Street Tree Master Plan.	Continue implementing the City's newly adopted Street Tree Master Plan with a goal to plant 200 trees in the first year.	July 2024

<b>Strategic Plan Goal</b>	<b>Strategic Plan Objective/Action</b>	<b>Department Activity Description</b>	<b>Completion Date</b>
<b>4. Infrastructure</b>	Integrate sustainability, conservation, and an environmental consensus approach when constructing infrastructure.	Continue to administer state-mandated Stormwater Prevention and Pollution Plans and enforce the Low Impact Development Ordinance for citywide construction projects, emphasizing environmentally responsible practices. (e.g. Design and construct Hillbrook Park Project to encompass this concept.)	May 2024
<b>4. Infrastructure</b>	Integrate sustainability, conservation, and an environmental consensus approach when constructing infrastructure.	Continue our role as cohosts of the Sustainable City Committee, in collaboration with the Community Development Department, to promote sustainable practices and initiatives throughout the city.	Ongoing
<b>4. Infrastructure</b>	Promote multi-modal transportation by constructing bicycle lanes and walking trails, as outlined in the City's General Plan and Circulation Element.	Create opportunities for the construction of bicycle lanes and walking trails, aligning with our General Plan's Circulation Element and encouraging multi-modal transportation options. Obtain funding for a project that enables the construction of bicycle lanes and improve walkability.	May 2024
<b>4. Infrastructure</b>	Maintain current City assets to ensure they are safe and well-suited to support City services.	Start the design process for citywide street sign replacement project.	July 2024

Strategic Plan Goal	Strategic Plan Objective/Action	Department Activity Description	Completion Date
<b>4. Infrastructure</b>	Maintain current City assets to ensure they are safe and well-suited to support City services.	Maintain efficient management of encroachment permits in the public right-of-way, ensuring compliance and minimizing disruptions to public infrastructure.	Ongoing
<b>4. Infrastructure</b>	Maintain current City assets to ensure they are safe and well-suited to support City services.	Work with Police Department in updating No Parking Signs and curb paint to ensure enforcement.	2023-2024
<b>4. Infrastructure</b>	Maintain current City assets to ensure they are safe and well-suited to support City services.	Ensure compliance with the requirements of the Organics Program (SB 1383) and AB 1276, promoting organic waste reduction and proper management practices.	Ongoing
<b>5. High-Functioning Government</b>	Enhance the use of technology to streamline processes and improve services.	Implement technology solutions to streamline day-to-day operations, including project accounting, estimation, and communication strategies.	May 2024
<b>5. High-Functioning Government</b>	Continue efforts to effectively support and engage City commissions and committees.	Provide assistance and active participation in Planning Commission meetings, offering expertise and guidance.	Ongoing

Strategic Plan Goal	Strategic Plan Objective/Action	Department Activity Description	Completion Date
<b>5. High-Functioning Government</b>	Continue efforts to effectively support and engage City commissions and committees.	Consistently administer the Traffic Safety Committee, contributing to the enhancement of traffic safety measures and initiatives.	Ongoing
<b>Maintenance Operations</b>			
<b>4. Infrastructure</b>	Maintain current City assets to ensure they are safe and well-suited to support City services.	Manage citywide street repairs including: <ul style="list-style-type: none"> <li>• Maintenance of 35 miles of roadway including pothole repair, sidewalks, signs, and striping</li> </ul>	Ongoing
<b>4. Infrastructure</b>	Maintain current City assets to ensure they are safe and well-suited to support City services.	Manage citywide landscape and tree trimming contracts: <ul style="list-style-type: none"> <li>• 11 parks maintained</li> <li>• City-wide pruning and trimming</li> </ul>	Ongoing
<b>4. Infrastructure</b>	Maintain current City assets to ensure they are safe and well-suited to support City services.	Maintain a high Pavement Condition Index (above 73). Continue progress implement the city Pavement Management Plan.	Ongoing
<b>4. Infrastructure</b>	Maintain current City assets to ensure they are safe and well-suited to support City services.	Implement and oversee a comprehensive graffiti removal program, developing a strategic plan or staffing scheme with a goal to respond to graffiti removal request within 24 hours.	December 2023

Strategic Plan Goal	Strategic Plan Objective/Action	Department Activity Description	Completion Date
<b>4. Infrastructure</b>	Maintain current City assets to ensure they are safe and well-suited to support City services.	Continually manage and administer the landscape contract for Landscape Maintenance District #1, focusing on addressing infrastructure aging issues throughout the district in accordance with the newly approved assessment (as of 2022).	May 2024/Ongoing
<b>4. Infrastructure</b>	Establish an alley maintenance program.	Establish and implement an Alley maintenance program to address the upkeep and maintenance needs of the city's alleys, enhancing their functionality and overall appearance.	March 2024
<b>4. Infrastructure</b>	Continue efforts to implement the Street Tree Master Plan.	Maximize the potential of the Conservation Corp of Long Beach's contract to facilitate the planting of additional trees across the city, aiming to exceed planting targets of 100 trees by the Centennial and 250 trees by the end of the 2024 calendar year.	December 2024
<b>4. Infrastructure</b>	Expand the City's infrastructure to support community services and engagement.	Continuously survey sidewalks and implement improvements to enhance ADA accessibility, ensuring compliance with accessibility standards and creating a more inclusive environment for all residents and visitors. Complete the first phase of ADA improvement project to specifically tackle non-compliant ramps and sidewalks.	January 2023

Strategic Plan Goal	Strategic Plan Objective/Action	Department Activity Description	Completion Date
<b>4. Infrastructure</b>	Address staff retention and expansion to meet water-related emergency needs, improve response time, and comply with unfunded state mandates.	Prioritize staff retention and expansion efforts.	Ongoing
<b>5. High-Functioning Government</b>	Foster a strong sense of community.	Collaborate with the Parks, Recreation, and Library Services Department to support and enhance programs and festivities, prioritize delivering high-quality services and engaging events to residents.	Ongoing
<b>5. High-Functioning Government</b>	Improve communications.	Foster a collaborative work environment by actively engaging and maintaining positive working relationships with the Police Department, Finance Department, Community Development Department, and other city departments.	Ongoing
<b>Building Maintenance</b>			
<b>1. Financial Stability</b>	Increase grant funding across all departments.	Continue seeking additional funding/grant opportunities for the replacement of the Signal Hill Community Center.	Ongoing

Strategic Plan Goal	Strategic Plan Objective/Action	Department Activity Description	Completion Date
<b>4. Infrastructure</b>	Develop a Capital Facilities Plan to capture current, deferred, and upcoming maintenance needs to guide long-term maintenance investments.	Prepare a Facilities Maintenance Master Plan.	November 2023
<b>4. Infrastructure</b>	Continue current efforts to refurbish City Hall to enhance the City's image and functionality.	Assist in completion of the City Hall renovation project.	April 2024
<b>4. Infrastructure</b>	Maintain current City assets to ensure they are safe and well-suited to support City services.	Initiate the design process for citywide facilities access control project with initial target focused on the Police Department.	November 2023
<b>4. Infrastructure</b>	Maintain current City assets to ensure they are safe and well-suited to support City services.	Oversee routine service and cleaning for all citywide facilities. Create a facilities maintenance master schedule or implement a system for efficiency.	April 2024

<b>Strategic Plan Goal</b>	<b>Strategic Plan Objective/Action</b>	<b>Department Activity Description</b>	<b>Completion Date</b>
<b>Fleet Maintenance</b>			
<b>4. Infrastructure</b>	Expand the City's infrastructure to support community services and engagement.	Successfully complete the construction of the fuel island canopy project.	May 2024
<b>4. Infrastructure</b>	Maintain current City assets to ensure they are safe and well-suited to support City services.	Establish a comprehensive procedure for scheduling fleet maintenance vehicles.	April 2024
<b>4. Infrastructure</b>	Maintain current City assets to ensure they are safe and well-suited to support City services.	Maintain a fleet of approximately 86 vehicles and rolling stock equipment while ensuring proper staffing or devising strategies to meet the current high service demand from Police Department.	Ongoing
<b>5. High-Functioning Government</b>	Enhance the use of technology to streamline processes and improve services.	Conduct research into software/technology solutions that can effectively document timely and scheduled maintenance of vehicles, maintain maintenance history records, and facilitate accounting processes.	April 2024

Strategic Plan Goal	Strategic Plan Objective/Action	Department Activity Description	Completion Date
<b>Environmental</b>			
<b>4. Infrastructure</b>	Maintain current City assets to ensure they are safe and well-suited to support City services.	Implementation and administration of Storm water System Operating Permit (NPDES).	Ongoing
<b>5. High-Functioning Government</b>	Advocate on behalf of the City's interests.	Continue leadership roles in regional participation in State Watershed Management.	Ongoing
<b>Water Operations</b>			
<b>1. Financial Stability</b>	Conduct water rate study to evaluate the need for a rate increase to continue to provide safe and clean water in a financial sustainable manner.	Conduct a comprehensive water rate study to ensure the sustained delivery of safe and clean water while enhancing financial sustainability. Restructure staffing needs based on the rate study. Investigate the need to update the City's Water Master Plan.	January 2025
<b>1. Financial Stability</b>	Increase grant funding across all departments.	Explore funding/grant opportunities to increase the water storage capacity at the Temple Reservoir.	June 2025

<b>Strategic Plan Goal</b>	<b>Strategic Plan Objective/Action</b>	<b>Department Activity Description</b>	<b>Completion Date</b>
<b>4. Infrastructure</b>	Investigate and implement strategies to meet current and upcoming water quality mandates.	Investigate and implement strategies to meet current and future water quality mandates and reporting requirements.	May 2024
<b>4. Infrastructure</b>	Continue current efforts to maintain and support the City's water infrastructure.	Ensure the continuous provision of safe and clean drinking water.	Ongoing
<b>4. Infrastructure</b>	Continue current efforts to maintain and support the City's water infrastructure.	Initiate the design phase of the Cast Iron Replacement Project.	May 2024
<b>4. Infrastructure</b>	Continue current efforts to maintain and support the City's water infrastructure.	Successfully complete the construction of the 33rd Water Main Replacement Project.	December 2024
<b>4. Infrastructure</b>	Continue current efforts to maintain and support the City's water infrastructure.	Accomplish the planned budgeted water service replacements.	November 2023
<b>4. Infrastructure</b>	Continue current efforts to maintain and support the City's water infrastructure.	Successfully complete the construction of the Temple Reservoir Disinfection Station.	May 2024

Strategic Plan Goal	Strategic Plan Objective/Action	Department Activity Description	Completion Date
<b>4. Infrastructure</b>	Continue current efforts to maintain and support the City's water infrastructure.	Ensure the proper maintenance of the water system, including treatment facilities and wells, while actively replacing aging pipes to maintain system integrity.	Ongoing
<b>4. Infrastructure</b>	Continue current efforts to maintain and support the City's water infrastructure.	Successfully close-out the permitting phase of Well 10 Project.	January 2024
<b>4. Infrastructure</b>	Continue current efforts to maintain and support the City's water infrastructure.	Complete the update of the Water Master Plan and publish the Consumer Confidence Report.	March 2024
<b>5. High-Functioning Government</b>	Improve communications.	Provide information to residents on current and upcoming rebate programs and grants that incentivize water conservation efforts, such as the replacement of lawns with drought-tolerant plants and the installation of water-saving irrigation systems.	November 2023